

EXHIBIT 1

Morgan Lewis

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June 28, 2023

VIA EMAIL

Sheri Eisner

Senior Vice President, General Counsel

Co-Chair, JAMS National Arbitration Committee

Re: Twitter, Inc.'s Response to JAMS' June 21, 2023 Letter

Dear Ms. Eisner:

On behalf of X Corp. as success-in-interest to Twitter, Inc. (collectively, hereinafter "Twitter"), we write in response to your letter dated June 21, 2023.

As we explained in our June 2, 2023 letter to JAMS, both JAMS' Minimum Standard No. 6, and any decision by JAMS that it will make the final determination on this Standard's application to these cases, conflict with the express, unambiguous and controlling terms of the applicable dispute resolution agreements between the parties. We accordingly sought clarification from JAMS as to its understanding of the application of these principles in these matters. In JAMS' letter dated June 21, 2023, JAMS decided (1) that it would apply the Minimum Standards "notwithstanding any contrary provision in the parties' arbitration agreement"; (2) where it "has determined that Minimum Standards apply and an employer declines to proceed under the Minimum Standards, JAMS will decline to administer the arbitration"; and (3) if an individual arbitrator believes that JAMS should revisit the issue, JAMS may take that into consideration but ultimately JAMS "will make a final determination."

JAMS' decision prevents Twitter from exercising its contractual rights and improperly negates a material provision in the dispute resolution agreements should Twitter proceed in accordance with that decision. For this reason and based upon JAMS' recent June 21 determination, Twitter declines to proceed under the Minimum Standards for all demands in jurisdictions where fee-sharing is lawful. Attached to this letter is a list of demands against Twitter currently filed with and/or pending before JAMS in such jurisdictions. We understand that, in accordance with your June 21 letter, JAMS will no longer administer these arbitrations. As a result, JAMS should cease invoicing Twitter for any fees/costs associated with these arbitrations.

Please let us know if you have any questions. Counsel for claimants is copied on this letter.

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Sheri Eisner
June 28, 2023
Page 2

Sincerely,

/s/

Sari M. Alamuddin

SMA

Attachment

c: Dixon Diab & Chambers LLP

Outten & Golden LLP

Lichten & Liss-Riordan P.C.

Kamerman, Uncyk, Soniker & Klein, P.C.

Claimant Last Name	Claimant First Name	Location	Claimant Firm	Reference Number
			Lichten & Liss-Riordan, P.C.	
			Lichten & Liss-Riordan, P.C.	
			Kammerman, Uncyk, Soniker & Klein, P.C.	1345002152
			Lichten & Liss-Riordan, P.C.	
			Lichten & Liss-Riordan, P.C.	1601001991
			Lichten & Liss-Riordan, P.C.	1601001991
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			Lichten & Liss-Riordan, P.C.	1601002262
			Lichten & Liss-Riordan, P.C.	
			Lichten & Liss-Riordan, P.C.	1601001991
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			Lichten & Liss-Riordan, P.C.	
			Lichten & Liss-Riordan, P.C.	
			Kammerman, Uncyk, Soniker & Klein, P.C.	1601002006
			Lichten & Liss-Riordan, P.C.	
			Lichten & Liss-Riordan, P.C.	1601001991
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			Lichten & Liss-Riordan, P.C.	
			Kammerman, Uncyk, Soniker & Klein, P.C.	1601002006
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1. The first step in the process of creating a new product is to identify a market need. This involves conducting market research to understand the preferences and behaviors of potential customers. Once a need is identified, the next step is to develop a concept that addresses this need. This concept should be unique and offer a clear value proposition to the target market.

2. After developing a concept, the next step is to create a prototype. This is a physical or digital representation of the product that allows the team to test and refine their ideas. Prototyping is an iterative process, meaning that the team will likely make several revisions based on feedback from users and internal stakeholders.

3. Once a prototype is ready, the next step is to conduct a feasibility study. This study evaluates the technical, financial, and operational aspects of the product. It helps the team understand the resources required to bring the product to market and whether the project is viable in the long term.

4. Following the feasibility study, the team should develop a business plan. This document outlines the company's goals, strategies, and financial projections. It is a crucial tool for securing funding and guiding the company's operations. The business plan should also include a marketing strategy to reach the target audience.

5. The final step in the process is to launch the product. This involves manufacturing the product, distributing it to retailers or directly to customers, and implementing the marketing plan. After launch, the team should continue to monitor the product's performance and gather feedback from users to inform future improvements.

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